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Programme planning

Consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009

Report of the Secretary-General***

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*** The present report is issued in line with the provisions of resolution 58/269 regarding the role of the Committee for Programme and Coordination in the planning and budgetary process.

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Overview

1. In its resolution 61/235, the General Assembly adopted the biennial programme plan and priorities for the period 2008-2009.[1] It is recalled that the Assembly, in its resolution 58/269, requested the Committee for Programme and Coordination, in performing its programmatic role in the planning and budgeting process, to review the programmatic aspects of new and/or revised mandates subsequent to the adoption of the biennial programme plan, as well as any differences that arose between the biennial programme plan and the programmatic aspects of the proposed programme budget.

2. New and/or revised mandates affect the programme narratives of the approved biennial programme plan and priorities for the period 2008-2009 under 10 programmes. In those instances, the programme plan has been revised for each of the affected programmes, and the present consolidated document has been prepared for review by the Committee for Programme and Coordination and the General Assembly. For each affected programme, introductory information is provided, including references to related new and/or revised mandates that give rise to the programmatic adjustments.

3. It is understood that any subsequent modifications to the programme narratives will be taken into account by the General Assembly at its sixty-second session when it reviews the proposed programme budget for the biennium 2008-2009.

Programme 2
Political affairs

4. In section II of its resolution 60/255, the General Assembly authorized the Secretary-General to utilize a portion of the approved initial provision for special political missions under section 3, Political affairs, of the programme budget for the biennium 2006-2007 to operationalize a peacebuilding support office and requested the Secretary-General to include a provision for the Peacebuilding Support Office in the appropriate section of the programme budget, commencing with the proposed programme budget for the biennium 2008-2009, to ensure sustainable and reliable long-term financing of the Office. Accordingly, the programme narratives and resource requirements for the Peacebuilding Support Office have been included as part D of section 3, Political affairs (A/62/6 (Sect. 3)).

5. By its resolution ES-10/17, the General Assembly established the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory to serve as a record, in documentary form, of the damage caused to all natural and legal persons concerned as a result of the construction of the wall by Israel in the occupied Palestinian territory, including in and around East Jerusalem, and decided to set up an office of the Register of Damage. The programme narratives and resource requirements for the Office of the Register of Damage have been included as part E of section 3, Political affairs, of the programme budget for the biennium 2008-2009 (A/62/6 (Sect. 3)).

[1] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 6* (A/61/6/Rev.1).

6. In this context, two new subprogrammes, subprogramme 7, Peacebuilding Support Office, and subprogramme 8, United Nations Register of Damage caused by the Construction of the Wall in the Occupied Palestinian Territory, are proposed to be included under programme 2, Political affairs, of the biennial programme plan for the biennium 2008-2009.

Subprogramme 7
Peacebuilding Support Office

Objective of the Organization: To assist post-conflict countries to live in peace, in particular to enable the Governments of countries emerging from conflict to perform the basic functions of providing security and protecting and ensuring the safety of individuals and property, to promote the rule of law, to restore basic services, to establish effective, democratic and functional institutions of Government and to avoid relapsing into conflict.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient provision of secretariat services to the Peacebuilding Commission	(a) (i) Number of reports provided for the weekly meetings of the Chair and Vice-Chairs of the Commission
	(ii) Number of reports prepared for the country-specific meetings and the Organization Committee
(b) Effective mobilization and allocation of resources for the Peacebuilding Fund	(b) (i) Number of countries that have pledged to the Peacebuilding Fund
	(ii) Number of countries that have been allotted resources from the Peacebuilding Fund
(c) Development of integrated peacebuilding strategies and improved coordination of peacebuilding activities with the United Nations system	(c) (i) Number of countries for which integrated peacebuilding strategies are developed
	(ii) Number of United Nations agencies participating in the development of integrated peacebuilding strategies for countries under consideration by the Peacebuilding Fund
(d) Development of best practices and policy analysis	(d) Number of papers developed on best practices and lessons learned

Strategy

7. The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all is substantive aspects, and oversees the operation of the Peacebuilding Fund. In addition to these mandated responsibilities, the Office advises the Secretary-General on strategic peacebuilding options in post-conflict

countries, including long-term perspectives, and reviews progress made towards the achievement of peacebuilding goals. The Office also advises the Secretary-General on the relationship between political, security, humanitarian and development initiatives linked to "definitive recovery" and in performing a convening role to ensure that the United Nations system as a whole is developing appropriate capacities. This function requires extensive interaction with United Nations departments, agencies, funds and programmes in an effort to support the implementation of coherent peacebuilding strategies and a coordinated and coherent approach of the United Nations to peacebuilding. The Peacebuilding Support Office will need to work through appropriate interdepartmental networks to ensure the full involvement of the operational arms of the United Nations, including the funds and programmes.

8. The Peacebuilding Support Office supports the Commission by setting the overall calendar and workplan, preparing planning, management and advisory documentation, liaising with the field offices and Headquarters departments for the preparation of substantive documentation, preparing the substantive aspects of Commission meetings and participating in interdepartmental discussions on peacebuilding. In addition, the Commission has decided to organize field visits, and the Office, with support from the field, has the responsibility for planning and managing those visits. The Office is also working with outside entities, donors and institutions on substantive peacebuilding-related events in order to ensure that the Commission receives appropriate advice and support from entities outside the United Nations system.

9. The addition of new countries to be considered by the Commission would result in the immediate addition of tasks, including preparing substantive inputs for meetings of the Commission; gathering and analysing information from members of the Commission about their respective support for peacebuilding activities and financial commitments; providing inputs to the planning process for peacebuilding operations; working with lead departments, United Nations field presences and others; and conducting best practices analysis and developing policy guidance, as appropriate.

10. The work of the Commission and the Office will be guided by the mandates given to it by the General Assembly and the Security Council in its resolutions 60/180 and 1645 (2005):

(a) To propose integrated strategies for post-conflict peacebuilding and recovery;

(b) To help to ensure predictable financing for early recovery activities and sustained investment over the medium to longer term;

(c) To extend the period of attention by the international community to post-conflict situations.

Subprogramme 8
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: To establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17.

Expected accomplishments of the Secretariat	Indicators of achievement
Progressive registration of damage claims and maintenance of the Register of Damage	(a) Processing by the Office of the Register of Damage of all damage claims received
	(b) Registration by the Board of the Register of Damage of claims based on established objective criteria defined in rules and regulations

Strategy

11. The Office of the Register of Damage will remain active for the duration of the registration process. The establishment of the Register itself is a continuous process, which will most likely take several years, given the thousands of potential claims and the continued construction of the Wall, which may result in new damage claims. The Register of Damage will include both printed and electronic versions of the claims, which will be kept at the Office of the Register of Damage. The Office will be responsible for the administration of a community outreach programme to inform the Palestinian public about the possibility of and requirements for filing a damage claim for registration. To this end, the Office will, with the assistance of training experts, identify training requirements for local focal points and carry out training and capacity-building. The secretariat of the Register of Damage will be responsible for setting up a standardized format for the claims as well as establishing and maintaining the electronic database.

Programme 4
Peacekeeping operations

12. In response to General Assembly resolution 61/256, a comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1 and Add.1 and 2) has been issued and is currently under consideration by the General Assembly during the second part of its resumed sixty-first session. In addendum 2 to that report, which covers the programmatic and financial consequences on the regular budget arising from the proposals on the restructuring of the Department of Peacekeeping Operations, revisions to programme narratives are proposed under programme 4, Peacekeeping operations, of the biennial programme plan and priorities for the periods 2006-2007[2] and 2008-2009, and section 5, Peacekeeping operations, of the programme budgets for the bienniums 2006-2007 and 2008-2009. Subject to any decisions of the Assembly

[2] Ibid., *Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Corr.1).

following its consideration of the report, these revisions are hereby submitted for consideration by the Committee for Programme and Coordination.

13. With respect to the biennial programme plans, the current subprogramme 1, Operations, and subprogramme 3, Military, of the programme would remain unchanged. Subprogramme 2, Mission support, which would be under the substantive responsibility of the new Department of Field Support, would be separated into two new subprogrammes, namely, Field administrative support and Integrated support services. Subprogramme 4, Civilian police, and subprogramme 5, Mine-action coordination, would form part of a new subprogramme, Rule of law and security institutions. A new subprogramme entitled Policy, evaluation and training is also proposed. The proposed modifications to programme 4 of the biennial programme plans are summarized below.

Current	*Proposed*
Subprogramme 1. Operations	Subprogramme 1. Operations
Subprogramme 2. Mission support	Subprogramme 2. Military
Subprogramme 3. Military	Subprogramme 3. Rule of law and security institutions
Subprogramme 4. Civilian police	Subprogramme 4. Policy, evaluation and training
Subprogramme 5. Mine-action coordination	Subprogramme 5. Field administrative support
	Subprogramme 6. Integrated support services

14. The changes contained in the present report reflect the distribution of approved objectives, expected accomplishments, and indicators of achievement in line with the restructuring, as well as their reformulation in certain cases to more accurately reflect the nature of the new subprogrammes. The new and revised subprogrammes are presented below.

Subprogramme 3
Rule of law and security institutions

Objective of the Organization: To support and enable rule of law components and security institutions in post-conflict societies to develop sustainable security services in accordance with accepted international standards.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Reduction of the time required to plan, rapidly deploy and establish rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) (i) Reduction in the number of days required to start up police components

	(ii) Reduction in the time required to produce police mandate implementation plans, manuals and procedures to start up peacekeeping operations
	(iii) Increased number of Member States contributing corrections officers to peace operations
(b) Increased efficiency and effectiveness of the rule of law components of peacekeeping operations	(b) (i) Timely guidance provided to the rule of law components
	(ii) Increased percentage of police specialists deployed to the police components
(c) Sustainable national rule of law and security services supported for post-conflict societies	(c) Increased number of post-conflict societies in which sustainable national security institutions and services have been developed
(d) Targeted marking, fencing, clearance and mine-risk education in affected countries and communities	(d) (i) Reduction in the rate and level of casualties caused by landmines and explosive remnants of war in affected countries
	(ii) Increased number of programmes with adequate monitoring systems to measure progress in reducing casualty rates and to identify survivors of landmines/explosive remnants of war at the national and community levels
(e) Mine-action response mechanisms are maintained to enable assets to be deployed to establish and support peacekeeping operations in response to Security Council mandates	(e) Increased number of personnel trained and rostered to support rapid-response mine-action activities
(f) Development of appropriately sized, trained and equipped national mine-action institutions and capacities that achieve nationally defined goals with little or no international assistance	(f) Increased number of countries receiving reduced international mine-action assistance and planning

Strategy

15. Substantive responsibility for this subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Section. The re-establishment of the rule of law and strengthening of the national internal security apparatus and institutions in post-conflict societies are paramount for the creation of an environment for lasting peace. In this regard, the components each develop comprehensive plans for the reform and development of their respective sectors that take into consideration the relationships between the

criminal justice institutions, legislation and justice system procedures and relevant gender dimensions affecting law and order. The rule of law and security institutions component will act as a repository for rule of law and security issues in peacekeeping operations. It will actively engage regional and subregional organizations and donors on all aspects of rule of law and security issues and will develop and disseminate lessons learned and best practices. It will also strengthen its engagement with Member States and regional peacekeeping training centres on current training practices, security institution standards, training policy and materials. In addition, the component will continue to develop partnerships with other United Nations and international actors, security services, colleges, research and academic institutions, security associations and others.

16. Through the active engagement of Member States, the Police Division will continue to refine its recruitment and selection processes and ensure that police officers with the required skills, including female officers, are recruited according to the expertise and needs of each mission. The Division will also ensure that police-contributing countries are provided with comprehensive training programmes for delivery at national police training institutions, as well as predeployment training materials. The Division will consider how to further enhance the efficient planning and early implementation of mandates.

17. Through the standardization of mission oversight, the provision of strategic advice and guidance and the engagement of partners at Headquarters, the Police Division assists missions with the implementation of mandates that include training, mentoring, assisting and advising local police and performing executive policing functions when mandated.

18. With its newly established standing police capacity, the Police Division will provide a rapid start-up capability for police components in new peacekeeping operations as well as an expert advisory mechanism to support institutional law enforcement capacity-building activities in existing operations. The Division will continue to undertake strategic initiatives.

19. The Criminal Law and Judicial Advisory Section will continue to provide guidance and operational support to the Department and peace operations on criminal law, justice and prison systems. This will include conducting assessments, developing mission plans, recruiting corrections officers from Member States, assisting in the recruitment of civilian judicial and corrections officers and conducting mission evaluations. In addition, it will gather lessons learned, develop best practices and develop doctrine, guidance and training materials to guide the work of peace operations.

20. The Mine Action Service will continue to work in partnership with affected countries, communities, non-governmental organizations, donors and the United Nations mine-action team to assist affected nations in building national capacity to manage the current and residual problems related to landmines and explosive remnants of war; support efforts by national authorities to assist survivors; develop and manage mine-action programmes in support of peacekeeping missions or in humanitarian emergencies, when appropriate; develop policies and promulgate lessons learned in the areas of mine clearance, mine-risk education, victim assistance, advocacy and stockpile destruction; coordinate efforts to ensure gender equality in mine-action programmes managed by the United Nations; and coordinate the mobilization and administration of resources for United Nations mine action.

The Service will also undertake assessment missions and surveys to establish priorities and conduct evaluations. The Mine Action Service will continue to oversee the development and implementation of internationally agreed standards that will provide a framework for efficient, effective and safer mine-action activities and provide guidance and coordination for the development of new mine-action technologies. It will produce, gather and disseminate information to aid mine action and conduct public outreach to raise awareness of issues related to mines and explosive remnants of war. Moreover, it will coordinate the implementation of the inter-agency mine-action policy and the inter-agency mine-action strategy for 2006-2010. Consideration will be given to relevant gender dimensions in undertaking those activities.

21. The Disarmament, Demobilization and Reintegration Section will support and monitor the implementation of the disarmament, demobilization and reintegration activities in field missions, prepare policy and guidance materials on this subject, undertake mission reviews and capture best practices, provide the Department with a disarmament, demobilization and reintegration planning capacity and accurate and timely reporting on related issues to partners and legislative bodies. The core activities of the Disarmament, Demobilization and Reintegration Section include policy development through the provision of secretariat support to the Inter-Agency Working Group on disarmament, demobilization and reintegration; mission review and best practices by providing the Department with an internal evaluation capacity for ongoing disarmament, demobilization and reintegration operations in peacekeeping missions; providing the Department with disarmament, demobilization and reintegration planning capacity for future operations as well as start-up missions; providing accurate and timely reports to the relevant legislative bodies; and promoting effective two-way communication with partners to facilitate effective and efficient planning and conduct of disarmament, demobilization and reintegration operations.

22. The proposed Security Sector Reform Section is a new capacity intended to establish an effective, professional and accountable security sector reform capacity in peacekeeping operations, recognizing this area as an important element in the transition from peacekeeping to sustainable peace and development, requiring the early planning and implementation of security sector reform by national authorities, supported by national partners.

23. In recognition of the need for a coordinated, consistent approach to security sector reform at all phases of the peacebuilding process and as part of the United Nations system's efforts to increase coherence and efficiency, the Security Sector Reform Section within the Department of Peacekeeping Operations would function as a support capacity for the entire United Nations system.

Subprogramme 4
Policy, evaluation and training

Objective of the Organization: To provide policy development, training and mission evaluation support to the Department of Peacekeeping Operations, the Department of Field Support and field missions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Develop or facilitate the development and provision of timely policies, procedures and standard operating procedures related to the needs of the Department of Peacekeeping Operations, the Department of Field Support and field missions	(a) Adoption and implementation of policies, procedures and standard operating procedures by Headquarters and field missions
(b) Support the continued development of the Department's Intranet site as the primary vehicle for delivery policies, procedures and standard operating procedures to field mission personnel	(b) Increased number of mission users on the Department's Intranet site
(c) Conduct or support the conduct of training for all deploying peacekeepers based on United Nations standardized training materials	(c) Civilian, military and police personnel receive predeployment or induction training before deployment or upon arrival in the mission area
(d) Peacekeeping training materials are updated and made available to troop- and police-contributing countries and civilian personnel	(d) Dissemination of updated United Nations training materials to civilian, military and police personnel in peacekeeping missions, Member States and peacekeeping partner institutions
(e) Evaluations of mission performance and follow-up result in improved policy, procedures and training and more effective management in both field missions and at Headquarters	(e) Evaluations of peacekeeping mission performance
(f) Development of strategic framework for operational cooperation with partners in peacekeeping operations to enable effective and integrated operations in field missions	(f) Frameworks for cooperation result in engagement with partners in field operations

Strategy

24. Substantive responsibility for this subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and policy, informed by the systematic capturing of best practices and lessons learned; standardization, design and delivery of training based upon doctrine/policy; and the evaluation of mission performance in implementing mandates. The Division will provide services to both the Department of Peacekeeping Operations and the Department of Field Support, thus

ensuring the integration of substantive and support functions in policy development, training and evaluation.

25. The aim of this capacity is to enhance the efficiency and effectiveness of peacekeeping field operations and support from Headquarters. The Division will develop and disseminate peacekeeping doctrine (policies, practices and standard operating procedures), support the doctrine development process within the subprogrammes of both Departments and support the continued development of the Intranet as the principal means for sharing knowledge and providing guidance material to staff in the field. Working in close cooperation with Member States and regional organizations, the Division will design and deliver training programmes intended to equip personnel to undertake their functions in field missions. The Division will also support the development of peacekeeping training capacity in Member States, particularly the emerging troop- and police-contributing countries, and regional organizations. The Division will identify potential peacekeeping partners and develop frameworks to enable existing United Nations and non-United Nations partners to cooperate in peacekeeping operations in a complementary manner. The Division will evaluate mission performance, with the results of evaluations being used to guide follow-on remedial activities, including policy development and training in both Departments and in the field missions.

Subprogramme 5
Field administrative support

Objective of the Organization: To staff and finance United Nations peacekeeping and related operations to enable them to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly.

Expected accomplishments of the Secretariat	Indicators of achievement
Increased efficiency and effectiveness of peace operations	(a) Average international civilian personnel vacancy rates for field missions reduced to 20 per cent from 25 per cent for missions in a start-up, expansion or liquidation phase, and to 10 per cent for all other field missions
	(b) Number of applicable support manuals and instances of policy guidance provided to field missions
	(c) High percentage of senior staff present in the field at the commencement of a mission
	(d) Streamlined process of civilian recruitment and reduction of waiting times
	(e) Maintenance of a six-month average processing time (from the date of receipt of a mission-certified claim to its approval by the Department of Peacekeeping Operations) for contingent-owned equipment claims

	(f) Provision of training on/familiarization with the United Nations standard of conduct to all peacekeeping personnel

Strategy

26. Within the Department of Field Support, substantive responsibility for this subprogramme is vested in the Office of Field Administrative Support. The activities of the Office include ongoing support for peacekeeping and other field operations in the areas of personnel, budget, finance, and conduct and oversight. The subprogramme will staff and finance missions to enable the effective and efficient fulfilment of their mandates, respond to changing circumstances on the ground or changes in mandate and provide administrative support assistance and services to missions as required. The subprogramme will continually monitor and provide policy guidance and oversight on the delivery of administrative support as well as monitor, review and advise on conduct and disciplinary matters relating to all categories of personnel. The subprogramme is charged with enhancing resource planning and improving project management techniques and processes, including the development of a repertoire of replicable support models for a variety of strategic conditions related to launching, sustaining and liquidating missions. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of financial and personnel resources, as well as enhance its capacity to rapidly deploy a fully effective mission to areas of operation. It will strengthen and support the operational capacities of the Department by managing and coordinating training and career development for civilian staff in field missions. Concerted efforts will be made to improve the gender balance and geographical distribution in the staffing of field missions.

Subprogramme 6
Integrated support services

Objective of the Organization: To equip United Nations peacekeeping and related operations to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates	(a) 100 per cent readiness of strategic deployment stocks at mission start-up
(b) Increased efficiency and effectiveness of peace operations	(b) (i) 95 per cent of all immediate operational requirements achieved by the target date
	(ii) Number of applicable support manuals and instances of policy guidance developed or revised and provided to field missions

	(iii) Wide-area network is up 99.8 per cent of the time
	(iv) Deployment of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel
(c) Reduced processing time, enhanced quality and increased level of efficiency in procurement services	(c) (i) Increased level of client satisfaction
	(ii) Optimized procurement processing time

Strategy

27. Within the Department of Field Support, substantive responsibility for this subprogramme is vested in the Office of the Integrated Support Services. The activities of the Office include ongoing support for peacekeeping and other operations in the areas of logistics, information and communications technology and procurement. The subprogramme will equip missions to enable the effective and efficient fulfilment of their mandates, respond to changing circumstances on the ground or changes in mandate and provide integrated support services to missions as required. The subprogramme will continually monitor and provide policy guidance and oversight on the delivery of integrated support. The subprogramme will also work towards the effective management of field missions. To that end, the subprogramme will enhance resource planning and improve project management techniques and processes, including the development of a repertoire of replicable support models for a variety of strategic conditions related to launching, sustaining and liquidating missions. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of material resources, as well as enhance its capacity to rapidly deploy a fully effective mission to areas of operation.

Programme 6
Legal affairs

28. Under section 8, Legal affairs, of the proposed programme budget for the biennium 2008-2009, it is proposed to establish an Office of the Under-Secretary-General to assist the Under-Secretary-General for Legal Affairs, the Legal Counsel, in the executive direction and management of the Office of Legal Affairs. The proposed Office would undertake the coordination role for the Office of Legal Affairs, support the activities of the Legal Counsel and support the coordination of activities with United Nations legal advisers. This is included in part B, Executive direction and management, of the budget section. The immediate office of the Under-Secretary-General for Legal Affairs, the Legal Counsel, has heretofore been reflected under subprogramme 1, Overall direction, management and coordination of legal advice and services to the United Nations as a whole, of the programme budget. The establishment of the Office of the Under-Secretary-General under executive direction and management would not have any programmatic

implications, and the programme narratives under subprogramme 1 in the approved biennial programme plan for the period 2008-2009 remain unchanged. However, in order to delineate the executive direction and management component and subprogramme 1 in the proposed programme budget for the biennium 2008-2009, it is proposed that subprogramme 1 be renamed "Provision of legal services to the United Nations system as a whole".

Programme 7
Economic and social affairs

29. Programme narratives have been revised under subprogramme 2, Gender issues and advancement of women, namely expected accomplishment (b) and indicator of achievement (b) (i) and strategy paragraphs 7.9 (c) and (d), to take into account the decision of the Secretary-General to transfer the responsibility for the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and support for its Committee from the Department of the Economic and Social Affairs to the Office of the United Nations High Commissioner for Human Rights. No revision of programme 19, Human rights, is required.[3]

Subprogramme 2
Gender issues and advancement of women

Objective of the Organization: To strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Advancements in gender equality and the elimination of gender discrimination through support to and the promotion of the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women	(a) (i) Increased number of policies and actions taken at the national and regional levels to implement the Beijing Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and the 2005 World Summit (ii) Increased proportion, as appropriate, of resolutions of the General Assembly that incorporate a gender perspective

[3] Responsibility for the support of the treaty bodies falls under subprogramme 2, Supporting human rights bodies and organs, of programme 19, Human rights. The approved programmatic narratives of expected accomplishment (d) and its related indicator of achievement (d) of subprogramme 2 of programme 19, are deemed to cover the elements of the programmatic narratives of expected accomplishment (b) and its related indicator of achievement (b) (i), which will no longer be carried out under subprogramme 2 of programme 7. The approved activities of paragraphs 19.10 (a), (b), (c) and (f) of the strategy of subprogramme 2 of programme 19 are also considered to provide for activities in supporting the Committee on the Elimination of All Forms of Discrimination against Women.

(b) Enhanced capacity of the Commission on the Status of Women to fulfil its mandates, including the promotion of gender mainstreaming in all political, economic and social spheres	(b) (i) Increased number of Member States reporting to the Commission on the Status of Women on actions taken to implement gender mainstreaming at the national level (ii) Increased number of representatives of non-governmental organizations that participate in the work of the Commission on the Status of Women
(c) Increased capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system	(c) (i) Increased number of actions taken by United Nations entities, individually and/or collaboratively, to incorporate gender perspectives in their policies, programmes and projects (ii) Improved gender balance through effective implementation of gender-sensitive human resources policy measures by the United Nations system entities

Strategy

30. The Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women are responsible for the subprogramme. The strategy will include:

(a) Promoting commitments and actions of Member States and intergovernmental bodies for the full and effective implementation of mandates relating to gender equality, especially those emanating from the 2005 World Summit, the United Nations Millennium Declaration, the Fourth World Conference on Women, the outcome of the twenty-third special session of the General Assembly and other resolutions and decisions, such as Economic and Social Council agreed conclusions 1997/2 and Security Council resolution 1325 (2000), as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Promoting understanding of emerging issues on gender equality and the advancement of women, through research, analysis and provision of evidence-based policy options, and monitoring of gender mainstreaming in intergovernmental process outcomes;

(c) Enhancing effective functioning of intergovernmental and expert bodies, including the work of the Commission on the Status of Women, through research and analysis, improving existing methods of work and facilitating the involvement of civil society in intergovernmental processes;

(d) Providing technical advisory services, upon request, at the regional and national levels, through capacity-building in relation to implementation of the Beijing Platform for Action and the Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol;

(e) Promoting gender mainstreaming in all policies and programmes and the improvement of the status of women within the United Nations system, including by

facilitating inter-agency collaboration, monitoring the development of policies, methodologies and tools and promoting and monitoring the achievement of gender balance and a gender-sensitive work environment within the United Nations system.

Programme 10
Trade and development

31. The programmatic narratives for subprogramme 6, Operational aspects of trade promotion and export development, have been revised to reflect the decisions of the Joint Advisory Group, the governing body of the International Trade Center UNCTAD/WTO (ITC) as a result of its annual deliberations from 25 to 27 April 2007. The proposed strategic framework flows from the extensive external evaluation of ITC and is a result of the new senior management working on the task of developing and implementing new strategies, taking into consideration many of the recommendations of the external evaluation. At the time programme 10 of the proposed biennial programme plan for the period 2008-2009 was finalized in May 2006, this transition process had not yet been launched.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable human development and contribute to achieving the Millennium Development Goals in the developing countries and countries with economies in transition through trade and international business development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthen the international competitiveness of enterprises	(a) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly (ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly (iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support
(b) Develop the capacity of trade service providers to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through ITC support

		(ii) Increased number of policy proposals having been presented by technical support institutions to the competent authorities involving ITC support
(c) Support policymakers in integrating the business sector into the global economy	(c)	(i) Increased number of trade development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of ITC support in enabling decision makers to develop effective trade development programmes and policies
		(ii) Increased number of country networks having generated multilateral trading system related activities through the support of ITC in enabling decision makers to understand business needs and create an environment conducive to business
		(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation with the support of ITC in enabling decision makers to integrate business dimensions into trade negotiations

Strategy

32. The ITC bears substantive responsibility for the implementation of this subprogramme. ITC is a joint body of the United Nations and the World Trade Organization, mandated expressly to provide technical assistance to facilitate the integration of developing countries and countries with economies in transition, and in particular the least developed countries, into the multilateral trading system through export promotion and international business development. Its strategic thrust is in line with the mandate accorded to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognized ITC as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme focuses on the implementation of the Millennium Development Goals and follow-up of the 2005 World Summit Outcome. It also contributes to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the World Summit on the Information Society held in Tunis. The subprogramme plays an important role in furthering the implementation of the World Trade Organization Doha and Hong Kong Ministerial Declarations, particularly by involving the business community in developing countries and countries with economies in transition in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

33. The strategic objective of the subprogramme is to assist developing countries and countries with economies in transition to enhance their international competitiveness and increase exports with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned in the biennium 2006-2007.

34. ITC has embarked on a process of change management that has been largely driven by the findings of the comprehensive external evaluation of ITC commissioned by a group of donors. The new senior management of ITC aims to build on the established reputation of the organization and transform it into a centre of excellence in trade capacity-building. ITC recognizes that four key elements will drive the change process, namely:

(a) A greater focus on impact and results;

(b) A stronger emphasis on building managerial and technical competencies within the organization;

(c) A greater country/regional focus in ITC technical assistance;

(d) Re-engineering of ITC business processes, including more efficient utilization of information technology-enabled technical assistance.

35. As part of the change management process, the revised mission statement of ITC establishes that ITC, with its partners, provides integrated trade development programmes focusing on export impact for business in developing countries. With a view to achieving its mission, ITC will focus its activities on three main areas:

(a) Strengthening the international competitiveness of enterprises;

(b) Developing the capacity of trade service providers to support businesses;

(c) Supporting policymakers in integrating the business sector into the global economy.

In so doing, ITC will apply an integrated approach that focuses on building partnerships between the private sector, government institutions and civil society organizations in the delivery of its services.

36. In its efforts to address the Millennium Development Goals, the subprogramme will continue to explore innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. The focus will be on work with small and medium-sized enterprises in sectors with possibilities for strong backward linkages with the informal sector. Priority will be given to the development of innovative forms of cooperation and alliances with new partners to address sustainable trade development, including the corporate sector, academia, non-governmental organizations and other development actors, through, in particular, enhanced partnerships in the areas of poverty reduction and gender. The subprogramme will continue to involve its country programme partners in monitoring progress against the targets and indicators for the Millennium Development Goals and in measuring results and the contribution of ITC to the achievement of the Goals.

37. The subprogramme will focus its technical assistance on the least developed countries and small and vulnerable economies. In doing so, it will pay special

attention to the specific needs of landlocked and small island States, as well as those of post-conflict countries. The needs, priorities and absorption capacities of countries in those categories are very different, and the subprogramme's technical assistance will be tailored to their specific requirements. Particular emphasis will be placed on regional integration and regional trade opportunities. ITC has already launched a series of consultations with regional economic commissions and relevant groupings in this regard.

38. Additional partnerships and key strategic alliances will continue to be sought to complement the Centre's fields of expertise and to allow for increased delivery in sectors and regions where demand has surpassed its ability to deliver. This will include new alliances with the private sector, an increased number and new models of partnerships with national and regional partners in developing countries and a greater degree of coherence and stronger collaboration with United Nations agencies involved in trade-related capacity-building. Collaboration with the Centre's co-sponsors, the United Nations Conference on Trade and Development and the World Trade Organization, will be increased, including through a new phase of assistance to African capacity-building in trade negotiations involving the three agencies. ITC will work closely with other agencies under the Enhanced Integrated Framework and Aid for Trade initiatives and bring to bear its core expertise in export promotion. Partnerships with existing partners and trade-related capacity-building providers, such as the Commonwealth Secretariat, the World Bank/Foreign Investment Advisory Service, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Industrial Development Organization, the International Organization for Standardization, the regional economic commissions and the World Intellectual Property Organization, will be strengthened. Direct collaboration with bilateral technical cooperation agencies, primarily from member countries of the Organization for Economic Cooperation and Development, in the design and implementation of field-level activities will be reinforced. In so doing, ITC will pursue a more strategic approach to its relations with donors, which will include a programme-based approach, multi-year commitments, a greater share of unearmarked funding and the harmonization and streamlining of ITC reporting requirements.

Programme 11
Environment

39. Programmatic narratives have been revised under programme 11, Environment. The programme of work for the biennium 2008-2009 is based on six subprogrammes as compared to the seven subprogrammes included in the approved 2008-2009 biennial programme plan. The revised structure of the programme reflects the outcome of the organizational restructuring implemented in October 2006 in order to revitalize the work of the United Nations Environment Programme (UNEP) in environmental law and natural resources management, as well as to strengthen the programme delivery mechanisms for the implementation of the Bali Strategic Plan for Technology Support and Capacity-building, including through enhancing the role of UNEP in the United Nations Development Group and United Nations disaster assessment and coordination process. This entailed:

(a) Consolidating all environmental law activities, including services rendered to the governing bodies of multilateral environmental agreements, from

former subprogramme 6, Environmental conventions, with subprogramme 2, the title of which is proposed to be changed from "Policy development and law" to "Environmental law and conventions". The revisions would result in the transfer of the elements of the expected accomplishments and the related indicators of achievement of subprogramme 6 to subprogramme 2. Accordingly, the strategy of subprogramme 6 has been incorporated into the strategy of subprogramme 2;

(b) Consolidating programme components related to natural resources and urban issues into subprogramme 3, Policy implementation. The consolidation gives rise to expected accomplishments (b) and (c) and the related indicators of achievement (b) and (c) of subprogramme 2, to be transferred to subprogramme 3;

(c) Placing civil society relations and inter-agency liaison functions within the UNEP regional office structure and establishing a UNEP-United Nations Development Programme joint facility for the environment and poverty nexus under existing subprogramme 5, Regional cooperation and representation; the revisions would result in the transfer of expected accomplishment (f) and the related indicator of achievement (f) and indicators of achievement (g) (i) and (g) (ii) from subprogramme 2 to subprogramme 5. The strategy of subprogramme 5 has thus been revised to include elements of the strategy of subprogramme 2 reflected in paragraph 11.12 (c) of the biennial programme plan;

(d) Renumbering existing subprogramme 7, Communications and public information, as subprogramme 6.

40. The measures outlined above have resulted in a more streamlined programme structure consisting of six subprogrammes. The proposed revisions were approved by the Governing Council of UNEP in its decision 24/9, in which it approved the programme of work of UNEP for the biennium 2008-2009.

Subprogramme 1
Environmental assessment and early warning

Objective of the Organization: To keep the state of the world environment under review in order to enable appropriate and timely consideration of environmental challenges by decision makers at the national and international levels, as well as to inform civil society.

Expected accomplishments	Indicators of achievement
(a) Participatory, policy-relevant and scientifically credible environmental assessments	(a) (i) Increased number of Governments, United Nations system bodies, Global Environment Outlook collaborating centres and scientists contributing to environmental assessment processes led or supported by UNEP (ii) Increased number of references to UNEP-led or UNEP-supported environmental assessments in intergovernmental forums and scientific journals

(b) Greater participation of partner institutions in UNEP-supported networks and improved exchange of available environmental data and information for assessment processes, early warning systems and decision-making	(b) (i) Increased number of partner institutions participating in data and information networks supported by UNEP (ii) Increased number of downloads and use of data sets and information materials available through networks supported by UNEP (iii) Increased number of early warning issues communicated by UNEP on the Web
(c) Enhanced institutional and technological capacity in developing countries and countries with economies in transition for data collection, research, analysis, monitoring, environmental assessment, early warning, networking and partnerships	(c) Increased number of institutions from developing countries and countries with economies in transition partnering in UNEP-led or -supported environmental assessment processes, and data and information networks

Strategy

41. The Division of Early Warning and Assessment is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009 will be:

(a) To undertake and support timely, participatory and scientifically credible environmental assessments that are legitimate and relevant to decision-making processes, based on the best available scientific expertise, knowledge, data and indicators;

(b) To help develop a coherent global system of networks and partnerships for environmental information and data exchange and early warnings, building on existing networks and partnerships, within and between the national and international levels, in support of environmental assessments and decision-making, in accordance with decisions of the Governing Council on strengthening the scientific base of UNEP, including the possibility of the proposed "Environment Watch";

(c) To support the strengthening of institutional capacity in developing countries as well as in countries with economies in transition for relevant and streamlined data collection, research, analysis, monitoring, environmental assessment, early warning, networking and partnership approaches, as called for, inter alia, in the Bali Strategic Plan for Technology Support and Capacity-building.

Subprogramme 2
Environmental law and conventions

Objective of the Organization: To enhance the capacity of Member States and the international community to develop policy and legal frameworks, especially at the national level, to respond to environmental challenges, to support the implementation of multilateral environmental agreements by parties and to facilitate interlinkages and synergies, while respecting the legal autonomy of the governing bodies of the multilateral environmental agreements and the decisions taken by them.

Expected accomplishments	Indicators of achievement
(a) Increased support for enhanced capacity of national Governments and other stakeholders for the mainstreaming of national environmental objectives into national sustainable development and poverty eradication strategies, including, when appropriate, in a synergistic and interlinked manner	(a) Increased number of references to the mainstreaming of national environmental objectives in decisions, statements and position papers of Governments, international organizations, intergovernmental meetings and the governing bodies and secretariats of the multilateral environmental agreements
(b) Enhanced support for collaboration and cooperation between UNEP and multilateral environmental agreements, their secretariats, scientific bodies and global, regional and national stakeholders, as well as enhanced support for collaboration and cooperation among those bodies, aimed at enhancing implementation of, compliance with and enforcement of the multilateral environmental agreements and improving synergies among them, and enhanced coordination within the United Nations system in undertaking environmental activities	(b) (i) Increased number of collaborative activities between UNEP and the multilateral environmental agreements, their secretariats, scientific bodies and global, regional and national stakeholders, as well as collaborative activities among those bodies, facilitated by UNEP, aimed at enhancing implementation of, compliance with and enforcement of the multilateral environmental agreements and/or improving synergies among them (ii) Increased number of countries involved in collaborative activities (iii) Increased number of coordinated initiatives within the United Nations system
(c) Enhanced environmental legal frameworks aimed at sustainable development	(c) Increased number of initiatives under way to improve existing or develop new legal frameworks
(d) Strengthened capacity of Member States for enhancing implementation of, compliance with and enforcement of environmental law, as well as strengthened capacity of relevant institutions and stakeholders to facilitate implementation of and compliance with environmental law	(d) Increased number of initiatives reported by Member States on the status of enforcement of domestic environmental laws and compliance with international environmental treaties and agreements, as well as initiatives reported by relevant institutions and stakeholders on the status of compliance with such treaties and agreements

Strategy

42. The Division of Environmental Law and Conventions is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, in collaboration with Governments and through inter-agency cooperation, will be:

(a) To promote the effective integration of environmental concerns into policies and laws at all levels to achieve the internationally agreed development goals;

(b) To support intergovernmental processes on international environmental governance in enhancing coherence and coordination among Member States and other relevant stakeholders, and to support inter-agency processes in enhancing coordination within the United Nations system through the provision of support to the functions of the Environment Management Group;

(c) To provide opportunities for interaction through partnerships to further develop and implement laws, including promoting the implementation of, compliance with and enforcement of the multilateral environmental agreements, giving priority to those administered by UNEP and taking into account: (i) the needs of developing countries and countries with economies in transition; (ii) the UNEP guidelines on compliance with and enforcement of the multilateral environmental agreements; and (iii) gender equality considerations;

(d) To strengthen the capacity of Member States and relevant institutions and stakeholders by contributing to the implementation of the Bali Strategic Plan for Technology Support and Capacity-building in the development of, analysis of, compliance with and enforcement of environmental laws and policies aimed at sustainable development;

(e) To assist international organizations, intergovernmental meetings and governing bodies of the multilateral environmental agreements in mainstreaming political objectives, legal requirements and scientific findings into national sustainable development strategies, including strategies for poverty eradication;

(f) To facilitate cooperation and collaboration between governing and subsidiary bodies for the enhancement of synergies and interlinkages in the implementation of, compliance with and enforcement of the multilateral environmental agreements, as well as to strengthen cooperation and collaboration between those bodies and UNEP, including the provision of assistance to the secretariats of multilateral environmental agreements in their work, and to promote synergies and cooperation among them as requested by the governing bodies of multilateral environmental agreements.

Subprogramme 3
Policy implementation

Objective of the Organization: To enhance, at all levels, the implementation of environmental policies and management practices for the sustainable management of natural resources and for the mitigation of environmental degradation, particularly at the national level.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to relevant implementation tools (including dialogue forums) for integrated natural resources management and restoration of degraded ecosystems, including, among other things, freshwater, coasts and oceans, by Governments and other stakeholders	(a) Increased number of implementation tools for integrated natural resources management and ecosystem restoration made available to international, national and local stakeholders
(b) Strengthened capacity of Governments and other stakeholders to mainstream best practices and a gender equality perspective in natural resources management into national development planning processes and for the restoration of degraded ecosystems	(b) (i) Increased number of national development planning processes incorporating best practices for natural resources management (ii) Increased number of national and local initiatives leading towards ecosystem restoration at the local level
(c) Increased incorporation by partners of UNEP-tested tools and best practices for natural resources management and ecosystem restoration into their regular programmes and activities	(c) Increased number of development assistance frameworks (e.g., United Nations Development Assistance Framework) containing substantive and operational actions on natural resources management and ecosystem restoration
(d) Enhanced capacity of Member States to incorporate the urban dimension of environmental issues into policies, strategies and planning processes for sustainable development, as well as enhanced capacity of relevant stakeholders to facilitate and engage in such processes	(d) Increased number of initiatives by Member States with stakeholder involvement that incorporate the urban dimension of environmental issues into national policies, strategies and development planning processes
(e) Wider access to formal and non-formal environmental education and training designed for various target groups to promote environmental sustainability	(e) Increased number of environmental education and training programmes designed by institutions of higher learning in collaboration with UNEP for various target groups

Strategy

43. The Division of Environmental Policy Implementation is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009,

through enhanced coordination with other United Nations bodies, in particular the United Nations Development Programme, will be:

(a) To facilitate access for countries and other relevant partners to existing implementation tools and, where necessary, to develop tools, methodologies and guidelines for sustainable natural resources management and provide policy and expert forums to promote agreement and cooperation for their application among relevant stakeholders;

(b) To support relevant authorities and other stakeholders in developing best practices and integrating a gender equality perspective for the sound environmental management of natural resources through training, expert advice and demonstration projects, within the framework of the Bali Strategic Plan for Technology Support and Capacity-building, to be mainstreamed into programme implementation at all levels;

(c) To integrate sound natural resources development and management into programmes and activities conducted by other partners at the global, regional, national and local levels towards mainstreaming environmental considerations into development planning, and for domestic and international resource allocation.

Subprogramme 4
Technology, industry and economics

Objective of the Organization: To promote and facilitate the implementation of appropriate environmentally sound technological, industrial and trade policies and strategies by Governments, the business community and industry partners.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater human and institutional capability to integrate environmental and social considerations in energy-related decisions, with a focus on reducing energy-related greenhouse gas emissions	(a) (i) Number of additional public and private sector institutions implementing energy policies and programmes aimed at reducing environmental impacts of the energy sector, with UNEP assistance (ii) Increased volume of financial support by financial institutions for cleaner energy investments as a result of UNEP efforts
(b) Increased understanding and implementation by public and private sector decision makers of sustainable consumption and production, including in sectors such as construction and tourism, and increased voluntary initiatives promoting corporate environmental responsibility, as well as prevention of and response to environmental emergencies	(b) (i) Increased number of national and local governments introducing sustainable consumption and production policies and practices aimed at industry, including tourism and other stakeholders (ii) Increased number of companies introducing sustainable business and finance initiatives, policies and practices based on principles promoted by UNEP

	(iii) Increased number of countries with Governments/industry sectors introducing environmental risk management and emergency response and prevention programmes
(c) Enhanced capacity of countries and the international community towards achieving the 2020 goal of the Johannesburg Plan of Implementation to use and produce chemicals in ways that lead to the minimization of significant adverse effects on human health, including gender equality aspects, and the environment	(c) (i) Increased number of countries and stakeholders that show clear progress in implementing the Strategic Approach to International Chemicals Management, including participation in the Quick Start Programme
	(ii) Increased number of UNEP-supported national, subregional, regional and global projects and processes that build national capacities to manage chemicals and chemical waste in a manner that minimizes significant risks to human health and the environment
	(iii) Increased number of active partnership arrangements among main stakeholders, such as Governments, intergovernmental organizations, chemical industry associations and environmental public interest groups promoting chemical safety
(d) Improved capacity of countries and institutions, including financial institutions, to integrate ecosystem issues into consideration of their economic and trade policies and practices to achieve sustainable development and poverty eradication	(d) (i) Increased number of governmental and non-governmental, regional and subregional institutions with enhanced capacity to integrate ecosystem issues into consideration of trade and development policies
	(ii) Increased number of financial institutions subscribing to the guidelines and principles that have been developed under the UNEP Financial Initiative

Strategy

44. The Division of Technology, Industry and Economics is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, bearing in mind the need to avoid duplication with similar undertakings by other international organizations, will be:

(a) To advance informed decision-making and leadership that promote sustainable and integrated management of natural resources, materials and chemicals and contribute to making economic, trade and environmental policies mutually supportive;

(b) To advance the sustainable management of chemicals, inter alia, by supporting the Strategic Approach to International Chemicals Management;

(c) To undertake and support the implementation of pilot and demonstration projects that can be replicated and taken up on a larger scale by, inter alia, development banks and agencies;

(d) To emphasize partnerships that combine the values, priorities and strengths of UNEP with those of Governments, international agencies, non-governmental organizations and business and industry partners;

(e) To promote synergies and enhance the delivery mechanism of the Bali Strategic Plan, especially through technological support for and building of capacity in Governments and business and industry communities, while giving due consideration to gender equality and the outcomes of the international environmental governance process.

Subprogramme 5
Regional cooperation and representation

Objective of the Organization: To ensure the coherent delivery of UNEP programmes in the regions and to catalyse and strengthen regional cooperation with all partners in response to challenges and priorities identified by national Governments and regional and subregional bodies, including mainstreaming environment into national development plans.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Process of policy deliberations and consensus-building globally and in the regions facilitated and supported	(a) (i) Increased amount of positive feedback from ministerial regional and subregional consultations/policy forums on the substantive and organizational support provided by UNEP (ii) Increased number of major groups and relevant stakeholders collaborating with UNEP (iii) Increased numbers of major groups' and relevant stakeholders' organizations with balanced geographical coverage that participate in UNEP regional and global civil society forums
(b) Increased cooperation with Governments and intergovernmental, non-governmental and United Nations partners in the delivery of programmes and projects at the regional, subregional and national levels addressing environmental priorities identified by the UNEP Governing Council and by the regional institutions	(b) Increased number of regional and subregional cooperative activities agreed with partners to deliver programmes at the regional, subregional and national levels

(c) Enhanced coherence in the delivery of UNEP programmes and projects at the regional, subregional and national levels in responding to needs and priorities expressed at the same levels	(c) Increased number of agreed/coordinated capacity-building and technology transfer programmes and projects under implementation in the regions and countries
(d) Enhanced capacity of Member States to integrate environmental sustainability into national development processes, including poverty reduction strategy papers and Millennium Development Goal implementation plans	(d) Increased number of initiatives by Member States to incorporate environmental sustainability in national policies, strategies and development planning processes
(e) Enhanced mainstreaming, cooperation and liaison within the United Nations system in undertaking environmental activities	(e) Increased number of inter-agency mechanisms and intergovernmental processes that incorporate environmental dimensions

Strategy

45. The Division of Regional Cooperation is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, in collaboration with Governments, subregional and regional bodies and through inter-agency cooperation, will be:

(a) To identify, assess and monitor relevant needs, priorities, trends, developments and policies at the national, subregional and regional levels, bearing in mind a gender equality perspective, in order to incorporate them into UNEP policy and programme development so as to improve consistency with regional needs and priorities;

(b) To communicate, advocate and secure support for UNEP policies and programmes in the regions;

(c) To act as a catalyst for national, subregional and regional cooperation by:

(i) Facilitating and supporting regional, subregional, and national policy dialogue and partnerships on environment and development;

(ii) Contributing to national, subregional and regional policy and programme development;

(iii) Working with relevant United Nations agencies, in particular those within the United Nations Development Group, in order to benefit from synergies and comparative advantages, thus promoting system-wide coherence;

(iv) Collaborating with the private sector, major groups and civil society at large to mobilize support for sound environmental action and to ensure the meaningful involvement and participation of those actors in the development and implementation of UNEP policies and programmes;

(d) To provide opportunities for interaction through partnerships to mainstream environment into the development processes of Member States at all levels;

(e) To coordinate the delivery at the regional level of the Bali Strategic Plan and contribute to the related development of coherent and targeted capacity-building and technology support activities by:

(i) Recognizing the diversity within countries and regions as identified through concerted needs assessment;

(ii) Relying on collaboration with existing regional initiatives;

(iii) Relying on collaboration with United Nations system and other partners;

(iv) Taking into account the deliberations of relevant ministerial forums providing policy guidance and reviewing the needs for the delivery of capacity-building and technology support;

(v) Assisting in identifying and addressing capacity-building needs for mainstreaming environment into national development processes;

(vi) Promoting South-South cooperation as a means to build capacity and transfer technologies;

(vii) Working in concert with individual donors, the Global Environment Facility and other funding mechanisms.

Subprogramme 6
Communications and public information

Objective of the Organization: To increase international awareness of environmental challenges and responses to them in order to promote environmentally friendly attitudes and actions throughout society at all levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of and focus on environmental issues and the work of UNEP among all sectors of society	(a) (i) Increased international, regional, national and local media coverage of the work of UNEP
	(ii) Increased level of use of UNEP websites and online resources
	(iii) Increased demand for UNEP technical and capacity-building publications and other public information materials
	(iv) Increased interest in UNEP-led environmental award schemes
(b) Expanded partnerships between UNEP and children and youth organizations, sports associations, non-governmental organizations, Governments and the private sector in promoting environmentally friendly attitudes and actions, taking gender considerations into account	(b) (i) Increased level of participation of its partners in UNEP-led or jointly organized campaigns and events, such as World Environment Day, to promote environmental sustainability

	(ii) Increased level of external financial support for UNEP outreach activities, including environmental award schemes, publications and audio-visual and other promotional products
	(iii) Increased number of activities by sports and sports-related organizations to mainstream environmental concerns into their activities

Strategy

46. The Division of Communications and Public Information is responsible for the implementation of this subprogramme. The strategy for the 2008-2009 biennium will be:

(a) To increase environmental awareness and facilitate greater access to environmental information at all levels and among all sectors of society, using the media, the Internet, special events, audio-visual products and publications;

(b) To generate greater awareness and understanding of the work and objectives of UNEP at all levels and among all sectors of society, using the media, the Internet, special events, audio-visual products and publications;

(c) To create and maintain partnerships that promote greater engagement of various sectors of society in achieving environmental sustainability, including children and youth, the sports world, civil society, the private sector, local and national governments and international organizations.

Programme 12
Human settlements

47. The programmatic narratives for programme 12 have been revised to reflect the approval of the Medium-term Strategic and Institutional Plan by the Governing Council of the United Nations Human Settlements Programme (UN-HABITAT) during its twenty-first session in April 2007 through its resolution HSP/GC/21/1. The Plan seeks to sharpen the programme focus of UN-Habitat, promote alignment and coherence and strengthen its catalytic role for the coordinated implementation of the Habitat Agenda and human settlements-related internationally agreed development goals. In its resolution HSP/GC/21/2, the Governing Council requested the Executive Director to prepare, in consultation with the Committee of Permanent Representatives, a revised strategic framework and work programme and budget for the biennium 2008-2009.

48. The Committee of Permanent Representatives has yet to approve the revised strategic framework and work programme for the biennium 2008-2009. The outcome of the Committee's decision may necessitate further revisions to the proposals contained in the present report.

Overall orientation

49. The Medium-term Strategic and Institutional Plan was approved by the Governing Council of UN-Habitat during its twenty-first session in April 2007 through its resolution HSP/GC/21/1. The Plan seeks to sharpen the programme focus of UN-Habitat, promote alignment and coherence, and strengthen its catalytic role for the coordinated implementation of the Habitat Agenda and human settlements-related internationally agreed development goals. This strategic framework has been revised to align it with the approved Medium-term Strategic and Institutional Plan, in accordance with resolution HSP/GC/21/2.

50. The approval of the Medium-term Strategic and Institutional Plan will have short-, medium- and long-term implications for the strategic framework and the work programme and budget for the biennium 2008-2009 and beyond. These include minor adjustments, substantive changes and the introduction of new working methods to ensure sharpened focus, programme alignment and strengthened results-based management. The changes will necessarily take place over time owing to ongoing obligations and the predominantly earmarked nature of the budget.

51. Responsibility for human settlements is vested in the United Nations Human Settlements Programme, which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise "adequate shelter for all" and "sustainable human settlements development in an urbanizing world". The mandate of the programme also derives from: resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme (UN-Habitat). UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council, and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020 and the target on water and sanitation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of UN-Habitat.

52. The world urban population is currently expanding at the rate of about 70 million people per year. About 95 per cent of all urban growth is taking place in developing countries, where 1 billion people live in overcrowded and life-threatening slums. The main challenges are chaotic urban expansion, inadequate housing, lack of secure tenure, uncertain employment and lack of basic services,

especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements. Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men, youth and children in cities, especially those in low-income areas and slums.

53. The UN-Habitat programme consists of four strongly interlinked subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. The interlinkages will be reflected in the close cooperation among the subprogrammes, with the global campaign on sustainable urbanization providing an entry point for all work programme activities.

54. The strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central Governments and local authorities, using as a primary vehicle the global campaign on sustainable urbanization (subprogramme 1, Shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2, Monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3, Regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (subprogramme 4, Human settlements financing).

55. This strategic framework has incorporated the outcome of the strategic planning and institutional development exercise initiated in 2005. In addition, it has taken into consideration the recommendations of an in-depth evaluation of the programme completed by the Office of Internal Oversight Services in 2005 (E/AC.51/2005/3) and endorsed by the Governing Council of UN-Habitat at its twentieth session, in 2005. The recommendations called for the strengthening of the programme's normative focus, greater cohesion among its advocacy, normative, monitoring and operational activities, and the broadening of the programme's

funding base. The first phase of the exercise, carried out throughout 2006, focused on the development, through a consultative process, of the 2008-2013 Medium-term Strategic and Institutional Plan presented to the Governing Council at its twenty-first session in 2007; the Plan identifies five substantive focus areas, each with an objective and corresponding indicators of achievement. These focus areas comprise: effective advocacy, monitoring and partnerships; participatory urban planning, management and governance; pro-poor land and housing; environmentally sound basic infrastructure and affordable services; and strengthened human settlements finance systems. A sixth focus area, excellence in management, was also identified. The five substantive focus areas form the basis of an enhanced normative and operational framework consisting of a strengthened partnership and networking strategy and an integrated programme of activities at the global, regional, national and local levels.

56. Some elements of the Medium-term Strategic and Institutional Plan reflected in the present document include the following:

(a) The strengthening of the programme's normative activities, spearheaded by a revitalized and integrated global campaign on sustainable urbanization, through its tightened relationship with global programmes and their alignment with the Millennium Declaration target on slums (see para. 61 below);

(b) The reallocation of urban and housing finance activities previously subsumed under subprogramme 2 (Monitoring the Habitat Agenda), and water, sanitation and infrastructure activities, previously located in subprogramme 1 (Shelter and sustainable human settlements development), to subprogramme 4 (Human settlements financing), which is aimed at ensuring greater cohesiveness among substantively related activities;

(c) Preliminary revision of the expected accomplishments and indicators of achievement in line with the Medium-term Strategic and Institutional Plan.

57. UN-Habitat will continue to mainstream the gender perspective in human settlements issues and empower women. The programme's efforts in promoting women's access to shelter were further endorsed by the General Assembly in the 2005 World Summit Outcome (resolution 60/1, para. 58) by guaranteeing women's free and equal rights to own and inherit property and ensuring security of tenure of property and housing.

58. The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and in countries in need of effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues. The next meeting of the Forum will take place in Nanjing, China, in October 2008.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development in an urbanizing world.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration target on slums	(a) (i) Increased number of Governments and local authorities introducing, revising and implementing pro-poor, gender and age-sensitive slum upgrading and prevention policies in line with the Millennium Declaration target on slums (ii) Increased number of Governments, partnerships and alliances promoting, adopting and implementing effective shelter strategies and improved regulatory frameworks and capacities that provide for the progressive realization of housing, land and property rights (iii) Increased number of partners and alliances taking measures to reduce arbitrary and unlawful forced evictions
(b) Improved capacity for participatory, accountable, pro-poor, gender and age-sensitive urban governance and planning	(b) (i) Increased number of Governments introducing, revising and implementing policies, legislation and national action plans and strengthening institutional planning and management arrangements for promoting good urban governance (ii) Increased number of cities measuring the quality of urban sustainability and governance, applying and promoting urban planning and governance tools, and adopting strategies for pro-poor and gender-sensitive urban governance (iii) Increased number of Habitat Agenda partners adapting, applying and promoting urban planning and governance tools
(c) Strengthened relationships with local authorities and their associations	(c) More results-based outcomes from collaboration with local authorities and their associations

(d) Improved capacity and national advocacy for urban developments that are more sustainable, safer, less prone to disasters and better able to manage post-conflict and post-disaster situations	(d) (i) Increased number of Governments and cities working with UN-Habitat to establish urban environmental management capacity frameworks for sustainable urban development (ii) Increased number of cities and municipalities working with UN-Habitat to promote safer cities for sustainable urban development (iii) Increased number of Governments and cities undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements
(e) National and international training and capacity-building institutions strengthened to achieve more impact in meeting present and emerging training and capacity-building needs in sustainable shelter and human settlements sustainable urban development	(e) Increased number of national and international training and capacity-building institutions using UN-Habitat manuals and methods in shelter and sustainable urban development

Strategy

59. The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. The Division will take the lead on the implementation of focus area 2, Promotion of participatory urban planning, management and governance, and focus area 3, Promotion of pro-poor land and housing, and contribute to the other three focus areas as they are cross-cutting. The subprogramme's main strategy, consisting of global advocacy, will be spearheaded by the fourth session of the World Urban Forum, the Global Campaign on Sustainable Urbanization, the development of the global sustainable urban development network, and supported by global programmes. The campaign will be aligned with efforts to attain the Millennium Development Goal 7, targets 9, 10 and 11. The strategy for implementing the programme of work is as follows:

(a) The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and impact of urban issues to achieve the goal not only of slum upgrading but also of slum prevention in order to realize more sustainable urban development. The Global Campaign on Sustainable Urbanization will serve as an entry point to the implementation of the Habitat Agenda and link operational and normative activities at all levels through the development and implementation of an enhanced normative and operative framework. Particular focus will be placed on new forms of urban planning as integral parts of sustainable development, good urban governance and as cost-effective ways to achieve slum prevention and upgrading, as emphasized by the General Assembly in paragraph 56 (m) of the 2005 World Summit Outcome;

(b) During the biennium, UN-Habitat will strengthen its strategic partnership with local authorities and their associations, in particular with United Cities and Local Governments, provide advisory services and carry out advocacy work. The New Partnership for Africa's Development cities programme and similar programmes from other regions will be further developed and promoted as a means of contributing towards the Millennium Development Goals;

(c) The global programmes, which include normative, capacity-building and knowledge management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, urban governance, including decentralization, disaster prevention and management and safer cities, will be carried out within the context of the campaign, in support of the enhanced normative and operative framework, thereby assisting in translating normative work into practical real life processes at the national and community levels;

(d) The capacity at the national and local levels to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building programmes and institutional strengthening. As a response to the Decade of Education for Sustainable Development, the links with universities will be increased and Habitat partner universities named. A special feature of the strategy will be to focus on the role of women and youth community-based organizations as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: To monitor and assess progress towards the attainment of the Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesburg Plan of Implementation on slums, safe drinking water and sanitation, as well as to raise global awareness of human settlements issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global awareness among Governments, local authorities and other Habitat Agenda partners on human settlements conditions and trends, including sustainable urbanization and best practices, as well as on progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets	(a) (i) Increased number of articles on the *Global Report on Human Settlements* and the *State of the World's Cities* report in the media (ii) Increased number of universities, research and training institutions using the *Global Report on Human Settlements*, the *State of the World's Cities* report and the best practices database in their education and training programmes (iii) Increased number of urban observatories that use urban information systems, such as UrbanInfo software and geographic information systems

		technology, for urban management, policymaking or urban planning
		(iv) Increased number of in-house and other best practices documented, disseminated and analysed for policy implications and scaling up
(b) Improved awareness among Governments, local authorities and other Habitat Agenda partners of the contribution of the urban and regional economy to national development, with particular attention to rural-urban economic linkages	(b)	(i) Increased number of requests from Governments and other Habitat Agenda partners for UN-Habitat policy and strategy guidelines on balanced rural-urban linkages in human settlements development and management, within the broader context of national development plans and poverty reduction strategies
		(ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues, within the broader context of national development plans and poverty reduction strategies
(c) Improved awareness among Governments, local authorities and other Habitat Agenda partners of mainstreaming of gender, partnerships and youth concerns in human settlements activities	(c)	(i) Increased number of human settlements programmes of UN-Habitat and other Habitat Agenda partners that mainstream gender and promote women's empowerment
		(ii) Increased number of UN-Habitat and other Habitat Agenda partner programmes that mainstream strategic partnerships at the global, national and local levels
		(iii) Increased number of human settlements programmes that mainstream youth concerns and promote youth-led development
		(iv) Number of public-private partnerships, including profit- and corporate social responsibility-based ones, and community partnerships facilitated at the global, national and local levels

Strategy

60. The responsibility for the programme is vested in the Monitoring and Research Division. The core work of subprogramme 2 falls within focus area 1, Effective advocacy, monitoring and partnerships, of the Medium-term Strategic and Institutional Plan, although in terms of substantive content, the subprogramme's

work is cross-cutting and contributes to all the other substantive focus areas of the Plan. The strategy consists of working in close collaboration with Habitat Agenda partners and establishing national and local urban observatories to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and evidence-based information on human settlements conditions and trends, including indicators, best practices, good policies and enabling legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration, as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation, and use of such data and information for programme formulation;

(b) Identifying, developing, testing, disseminating, promoting and mainstreaming new and innovative policies and strategies on the five focus areas of the Medium-term Strategic and Institutional Plan, including urban planning and management, urban economic development, urban-rural development linkages, urban poverty reduction and employment generation, gender and women's empowerment and strategic partnerships and youth;

(c) Raising awareness about the role and capacity of public-private partnerships for up-scaling pro-poor shelter and related infrastructure;

(d) Promoting the transfer and exchange of lessons learned from best practices on a North-South and South-South basis;

(e) Disseminating results and findings through various publications, including the two flagship reports: the *Global Report on Human Settlements* and the *State of the World's Cities*.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To strengthen the formulation and implementation of urban and housing policies, strategies and programmes and to develop related capacities, primarily at the national and local levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countries that strengthen their institutions' ability to develop strategies to reduce urban poverty (ii) Increased number of countries that strengthen their institutions' competence to respond to disasters and reduce vulnerability
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countries adopting improved urban policies, in line with the Global Campaign for Sustainable Urbanization

	(ii) Increased number of countries implementing policies and strategies on slum upgrading and slum prevention
	(iii) Increased number of partners participating in the monitoring of human settlements conditions through the documentation of best practices and preparation of national and regional state-of-the-cities reports
(c) Improved integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) (i) Increased number of United Nations country teams that have integrated pro-poor and sustainable urbanization into United Nations development assistance frameworks
	(ii) Number of comprehensive country programme documents developed particularly for One UN pilot countries hosting Habitat programme managers

Strategy

61. Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level. In implementing the Medium-term Strategic and Institutional Plan, the Regional and Technical Cooperation Division will focus on all five substantive focus areas at the country and regional levels. The strategy for implementing the objective includes:

(a) The operational activities consist of providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. National Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-Habitat will ensure that all Habitat programme managers have sound knowledge of sustainable urbanization issues and capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat programme managers will act as country-level catalysts for the implementation of the Medium-term Strategic and Institutional Plan, especially in One UN pilot countries hosting Habitat programme managers. Their role will be particularly crucial given that in paragraph 22 (a) of the 2005 World Summit Outcome, the General Assembly called for the adoption of comprehensive national development strategies to achieve the internationally agreed development goals, including the Millennium Development Goals. In addition, major emphasis will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;

(b) Regional offices will coordinate activities carried out at the regional and country levels and contribute to the knowledge management strategy in close collaboration with all four subprogrammes. They will backstop operational activities at the country level, continue to build capacity in disaster prevention and management and ensure a rapid and effective response to post-conflict crises and disasters, as appropriate;

(c) Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

Subprogramme 4
Human settlements financing

Objective of the Organization: To facilitate the mobilization of investments from international and domestic sources in support of adequate shelter, water and sanitation, related infrastructure development programmes and housing finance institutions and mechanisms, in particular in developing countries and in countries with economies in transition.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) (i) Institutional arrangements, including a trust fund for experimental reimbursable seeding operations established for affordable housing and infrastructure, with particular focus on low-income populations in informal settlements and slums (ii) Number of countries with established experimental reimbursable seeding operations as well as other innovative financial mechanisms (iii) Number of operational procedures and guidelines introduced to strengthen institutional arrangements for the Foundation for the above-mentioned experimental activities
(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	(b) (i) Number of countries working with the Foundation to strengthen mechanisms for financing housing and related infrastructure (ii) Number of financial instruments and bankable projects designed, packaged and effectively applied

		(iii) Increased level of public investment, private capital and community savings mobilized for slum upgrading, including water and sanitation and slum prevention programmes, at the country level
		(iv) Number of countries that have promoted relevant policy and regulatory reforms and institutional arrangements that facilitate the mobilization of public investments, community savings and private capital for affordable housing and related infrastructure
(c) Improved capacity and environment to facilitate the provision and access of infrastructure and basic services in urban settlements of different sizes, especially safe drinking water and sanitation, to achieve the Millennium Declaration target	(c)	(i) Increased number of countries implementing policies, strategies and programmes designed to increase provision and sustainable access to safe drinking water, basic sanitation and related infrastructure
		(ii) Increased number of urban centres of all sizes in developing countries benefiting from national reforms for improving safe drinking water, sanitation, solid waste services and related infrastructure
		(iii) Increased number of countries working with UN-Habitat to promote access to diverse and efficient energy services and to public and non-motorized transport
		(iv) Increased number of countries with water utilities that have extended their services to informal settlements with greater financing through benchmarking for enhanced credit rating
(d) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(d)	(i) Number of partnerships established to enhance investment allocations for improving human settlements
		(ii) Increased level of the loan and loan guarantee portfolio by international and regional financial institutions in affordable housing and infrastructure resulting from those partnerships

Strategy

62. The responsibility of the subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with member States and domestic and international financial institutions to mobilize resources for affordable housing, water and sanitation and related infrastructure initiatives. In the implementation of Medium-term Strategic and Institutional Plan, the Division will take the lead on focus area 5, Strengthening human settlements finance systems, and on focus area 4, Environmentally sound basic urban infrastructure and services, as the principle areas of work and relate them to all the other focus areas. The strategy for implementing the objective includes:

(a) Initiating a four-year programme on experimental reimbursable seeding operations for low-income housing and infrastructure in the context of other global financing bodies, together with the appropriate institutional arrangements, operational procedures and guidelines, including those required for the establishment of experimental reimbursable seeding operations and other innovative financial mechanisms, building upon the instruments and networks of the Water and Sanitation Trust Fund and the Slum Upgrading Facility, for more effective mobilization of resources, from both public and private sectors, for shelter and related infrastructure in developing countries and in countries with economies in transition, with special focus on the needs of slum dwellers and low-income groups and on the implementation of the target of the Millennium Declaration on slum upgrading and the target of the 2005 World Summit Outcome on slum prevention (see General Assembly resolution 60/1, para. 56 (m));

(b) Preparing terms of reference for a steering and monitoring committee for experimental reimbursable seeding operations and other innovative operations for financing pro-poor housing, infrastructure and upgrading initiatives;

(c) Establishing a working group with existing financial institutions, relevant United Nations bodies and other operators to identify and assess, inter alia, risks, preconditions, methodologies and other tools for innovative finance arrangements;

(d) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital to improve the availability of affordable housing, adequate shelter and infrastructure in developing countries and in countries with economies in transition. At the request of Governments, providing technical advice and facilitating peer exchanges designed to advance national policy frameworks, regulatory reforms and institutional arrangements that member States can use to enable private banks, insurance companies, microfinance institutions and community-based savings and credit organizations to finance affordable housing and related infrastructure, thus leveraging limited public investment and official development assistance;

(e) Promoting pro-poor investment in water and sanitation through strategic partnerships among key stakeholders including community organizations, municipalities, private sector utility operators, financial institutions and central Governments, drawing upon the Water for African Cities and Water for Asian Cities Programmes designed to strengthen the capacity of cities to improve coverage at the

municipal level. Major focus will be placed on strategies that are owned locally and on activities designed to strengthen the political will to adopt pro-poor investment policies and regulations. The Water and Sanitation Trust Fund will be used as a tool to leverage and improve aid effectiveness from donor sources to field-test investment designs for long-term sustainability;

(f) Working with the World Bank Group, regional development banks, other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of the financing institutions and to mobilize finance from international sources to play a catalytic and preparatory role in leveraging domestic investment for slum upgrading and other pro-poor human settlements development.

Programme 14
Economic and social development in Africa

63. Programmatic narratives have been revised under subprogramme 7, Subregional activities for development. The General Assembly, by its resolution 61/234, recalled its request to the Secretary-General in paragraph 12 of its resolution 60/235 to submit a comprehensive plan of action to strengthen the subregional offices of the Economic Commission for Africa (ECA) and noted with appreciation the steps taken by the Secretary-General in his report (A/61/471) to define the role and mission of the subregional offices so as to address the recommendations of the Office of Internal Oversight Services (see A/60/120). The Office recommended that a separate component be developed for each subregional office in its biennial budgets so that expected accomplishments and all other elements of the logical framework would be specific to a subregional office. As reported in annex II to the report of the Secretary-General (A/61/471), the expected accomplishments and all other elements of the logical framework are specific to a subregional office. The five ECA subregional offices, which are responsible for implementation of the components of the subprogramme, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for southern Africa.

64. The strategy of the subprogramme relates to each of its five components.

Subprogramme 7
Subregional activities for development

Component 1. Subregional activities in North Africa

Objective of the Organization: To strengthen the capacities of member States for regional integration by spearheading the delivery of operational activities targeted at the specific priorities of the North African subregion, within the overall framework of the New Partnership for Africa's Development (NEPAD) and the internationally agreed development goals, including those contained in the Millennium Declaration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Arab Maghreb Union (UMA), the Community of Sahel-Saharan States and other intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes to address key subregional development priorities in North Africa, including water resources development management and utilization; migration, employment and job creation; trade (intraregional and world trade); and information and communications technology development	(a) (i) Increased number of capacity building and technical assistance projects provided to member States, regional economic communities, intergovernmental and civil society organizations in the priority areas of the North Africa subregion (ii) Increased number of beneficiaries from training projects
(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in North Africa	(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers (iii) Increase in the contribution to and of ECA databases by member States
(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities	(c) Increased dissemination of reports of important meetings and conferences, including the annual ministerial sessions of the subregional office — North Africa and the annual Commission/Conference of African Ministers of Finance, Planning and Economic Development

Component 2. Subregional activities in West Africa

Objective of the Organization: To strengthen the capacities of member States for regional integration by spearheading the delivery of operational activities targeted at the specific priorities of each of the West Africa subregions, within the overall framework of the New Partnership for Africa's Development and the internationally agreed development goals, including those contained in the Millennium Declaration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union (UEMOA), intergovernmental and civil society organizations to formulate and implement policies and programmes on issues dealing with food security and environmental sustainability; private sector development and investment promotion; employment and poverty reduction; and post-conflict reconstruction, recovery and development	(a) (i) Increased number of capacity building and technical assistance projects provided to member States, regional economic communities, intergovernmental and civil society organizations in the priority areas of the West Africa subregion (ii) Increased number of beneficiaries from training projects
(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes designed in collaboration with ECOWAS and contribute to the implementation of the existing ones formulated within the framework of NEPAD	(b) (i) Increased number of joint undertakings with ECOWAS, major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by and to member States
(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities	(c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Commission/Conference of African Ministers of Finance, Planning and Economic Development

Component 3. Subregional activities in Central Africa

Objective of the Organization: To strengthen the capacities of member States for regional integration by spearheading the delivery of operational activities targeted at the specific priorities of each of the Central Africa subregions, within the overall framework of the New Partnership for Africa's Development and the internationally agreed development goals, including those contained in the Millennium Declaration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Economic Community of Central African States (ECCAS), the Central African Economic and Monetary Community (CEMAC), intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the subregional development priorities, including macroeconomic management; transport and infrastructure development; post-conflict rehabilitation, recovery and development; food security; and information and communications technology development	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, regional economic communities, intergovernmental and civil society organizations in the priority areas of the subregion (ii) Increased number of beneficiaries from training projects
(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in Central Africa	(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by and to member States
(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities	(c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Commission/Conference of African Ministers of Finance, Planning and Economic Development

Component 4. Subregional activities in East Africa

Objective of the Organization: To strengthen the capacities of member States for regional integration by spearheading the delivery of operational activities targeted at the specific priorities of the East Africa subregion, within the overall framework of the New Partnership for Africa's Development and the internationally agreed development goals, including those contained in the Millennium Declaration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Common Market for Eastern and Southern Africa (COMESA), the Indian Ocean Commission, intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes in the priority areas such as food security, land and environment; transport, energy, lake/river basin development; macroeconomic management, gender and youth employment and the development and utilization of information and communication technology	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, regional economic communities and intergovernmental and civil society organizations in the priority areas of the East Africa subregion (ii) Increased number of beneficiaries from training projects
(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of subregional integration programmes in East Africa	(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers (iii) Increased contribution to and of Commission databases by and to member States
(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda, including member States, regional economic communities, civil society organizations and other subregional entities	(c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Commission/Conference of African Ministers of Finance, Planning and Economic Development

Component 5. Subregional activities in southern Africa

Objective of the Organization: To strengthen the capacities of member States for regional integration by spearheading the delivery of operational activities targeted at the specific priorities of the southern Africa subregion, within the overall framework of the New Partnership for Africa's Development and the internationally agreed development goals, including those contained in the Millennium Declaration.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Southern African Development Community (SADC), intergovernmental and civil society organizations to formulate and implement harmonized macroeconomic and sectoral policies and programmes dealing with subregional development priorities, including food security; intra-subregional trade, infrastructure/mineral resources development; industrial development; gender, youth and employment; and HIV/AIDS	(a) (i) Increased number of capacity-building and technical assistance projects provided to member States, SADC, intergovernmental and civil society organizations in the priority areas of the subregion (ii) Increased number of beneficiaries from training projects
(b) Strengthened partnerships at the subregional and country levels to support policy advocacy, policymaking and implementation of multi-year programmes with key partners and stakeholders including SADC, the NEPAD secretariat and the Development Bank of Southern Africa	(b) (i) Increased number of joint undertakings with major partners at the subregional and country levels, including the United Nations country teams (ii) Increased dissemination of knowledge, especially the flagship publications, demand-driven studies and policy papers; (iii) Increased contribution to and of Commission databases by member States
(c) Strengthened role of the intergovernmental machinery at the subregional level through improved networking among key stakeholders involved in the subregional development agenda including member States, regional economic communities, civil society organizations and other subregional entities	(c) Increased dissemination of reports of important meetings and conferences, including the intergovernmental committees of experts and the annual Commission/Conference of African Ministers of Finance, Planning and Economic Development

Strategy

65. The responsibility for implementing the subprogramme lies with the five subregional offices of ECA. Each component of the subprogramme will be implemented by the respective subregional offices as follows: component 1 will be implemented by the subregional office for North Africa, located in Rabat; component 2 will be implemented by the subregional office for West Africa, located in Niamey; component 3 will be implemented by the subregional office for Central Africa, located in Yaoundé; component 4 will be implemented by the subregional office for East Africa, located in Kigali; and component 5 will be implemented by the subregional office for southern Africa, located in Lusaka. These offices

strengthen the Commission's presence and intervention at the level of the five subregions. To this end, the operational capacities of each subregional office will be strengthened to enable them to provide greater levels of technical assistance to member States, regional economic communities and intergovernmental and civil society organizations in the development and implementation of national and subregional policies and programmes. The assistance will take the form of advisory services, the organization of workshops and seminars, and field projects. The subprogramme will play a catalytic role to operationalize the analytical and normative work of other ECA subprogrammes at both the subregional and national levels. To attain these goals, the subprogramme will collaborate with the African Union, the African Development Bank and the regional economic communities. Furthermore, each subregional office will enhance its partnership with other United Nations agencies working in Africa, including participating in the United Nations development assistance programmes, so as to forge complementarity, enhance impact and avoid duplication of efforts.

Programme 24
Management and support services

66. Programmatic narratives have been revised under subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, subprogramme 2, Programme planning, budget and accounts, and subprogramme 3, Human resources management.

67. Under subprogramme 1, Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, components 1 (a), Management services, and 1 (b), Administration of justice, have been revised to take into account the transfer of the secretariat of the Headquarters Committee on Contracts from the Office of Central Support Services to the Office of the Under-Secretary-General for Management, as approved by the General Assembly in its resolution 61/252, and the transfer of the responsibility for formulating decisions on appeals from the Department of Management to the Office of the Secretary-General pursuant to Assembly resolution 59/283.

68. The revised programme of work for subprogramme 2, Programme planning, budget and accounts, for the biennium 2008-2009 is based on a reorganization of two components and the creation of a new component in the approved 2008-2009 biennial programme plan contained in document A/61/6/Rev.1. During the biennium 2006-2007, the Office of Programme Planning, Budget and Accounts undertook an external review to assess the extent to which the organizational structure, staffing, management framework and operations successfully fulfil the Office's objectives economically, efficiently and effectively; deliver sound financial, management and administrative control systems; and are aligned with current established best practices of structure and operational methodologies, at appropriate resource levels. An external review was also undertaken of global treasury operations, to review the processes, procedures, systems and resources supporting global treasury operations at the United Nations Secretariat and several offices away from Headquarters, and to identify options to improve their treasury management capabilities.

69. The accepted findings from within these reviews are incorporated in the present report in the revisions to the approved biennial programme plan for the period 2008-2009, resulting in both organizational changes and realignment of resources, in order to strengthen the capacity of the Office of Programme Planning, Budget and Accounts to support the increased scope and level of regular budget activities, including the international tribunals, and the unprecedented level of special political missions. Component (e), Assessment and processing of contributions, is subsumed under revised component (c), Financial accounting, contributions and reporting, and a new component (e), Financial information operations, is established. The functions of the Office are being realigned to ensure that activities implemented from all sources of funding will be directed at improving internal controls, enhancing risk management, streamlining processes (in particular in the area of receipt, disbursements and processing of assessed contributions), strengthening information technology services, improving financial management, reporting and accounts, and improving services to meet clients' needs. During the biennium 2008-2009, the Office will continue to focus on further refining results-based budgeting and results-based management, including improvements in budget presentation, carry out periodic self-evaluations and strengthen cooperation with other departmental partners on monitoring and evaluation. It will participate actively in the selection, configuration and deployment of an enterprise resource planning system and carry out activities to ensure readiness to implement International Public Sector Accounting Standards by 2010.

70. The revised programme of work for subprogramme 3, Human resources management, for the biennium 2008-2009 reflects four components as compared to the three components in the approved 2008-2009 biennial programme plan contained in document A/61/6/Rev.1. In 2006, the Office of Human Resources Management conducted an external review complemented by an organizational development exercise based on the vision and strategic direction set out in the report of the Secretary-General entitled "Investing in people" (A/61/255 and Add.1) and in accordance with the mandates of the General Assembly in its resolutions on human resources management, the most recent of which is resolution 61/244. This exercise, which included consultations with staff, managers and client departments and offices, as well as consideration of best practices in human resources management, resulted in organizational adjustments that will enable the Office of Human Resources Management to exercise its overall authority for human resources management more effectively on behalf of the Secretary-General. The realignment will contribute to more strategic human resources policy development and workforce planning, proactive and targeted recruitment to better meet the organizational needs, enhanced client services globally, more transparent and consistent interpretation and enforcement of the Staff Regulations and Rules of the United Nations and effective and efficient human resources management procedures and practices throughout the Organization. The strategic framework of component (d) for Medical services remains the same as that contained in document A/61/6/Rev.1.

Subprogramme 1*
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and transparency.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) Percentage of new and revised management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules
(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization	(b) Material weaknesses and reportable conditions are identified and remediation plans are in place
(c) Improved business processes	(c) (i) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) (ii) Amount of efficiency gains resulting from business process improvements
(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(d) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity, and submission of reports to the General Assembly on them
(e) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations	(e) (i) Decreased average amount of time required for the handling of the Headquarters Committee on Contracts cases (ii) Increased number of cases handled by the Headquarters Property Survey Board

Strategy

71. This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will act as a catalyst for the introduction of new managerial and administrative policies, processes and procedures, and programme managers will be guided on best management practices. The Office will focus on effective communication with Member States and within

* The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

the Secretariat on management reform and policy issues and on monitoring, assessing and reporting on the impact of approved management reforms. In addition, it will review oversight body findings and recommendations, identify material weaknesses and reportable conditions, and follow up on the status of implementation of recommendations and the adoption of remediation plans.

(b) Administration of justice

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A system of internal justice that is fair and effective in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the disposition of appeals, from the time of the lodging of an appeal to the Joint Appeals Board at Headquarters to the submission of the Joint Appeals Board recommendations to the Secretary-General (ii) Decreased average amount of time required for the disposition of cases by the Joint Disciplinary Committee at Headquarters, from the receipt of a case to its submission to the Secretary-General (iii) Increased number of appeals and disciplinary cases submitted for decision to the Secretary-General (iv) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice
(b) Measures to ensure the timely participation of managers in the administration of justice process	(b) Material reduction in delays or extension of cases resulting from the failure of managers to respond

Strategy

72. This component of the subprogramme is the responsibility of the Administration of Justice Unit and the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel of Counsel and the Panel on Discrimination and Other Grievances. The Administration of Justice Unit, in particular, reviews and decides on the substantive work carried out by the New York secretariat of the Joint Appeals Board and Joint Disciplinary Committee. It also reviews and decides on the substantive work carried out by the secretariats of the Joint Appeals Board and Joint Disciplinary Committee in Geneva, Vienna and Nairobi, which are presented under executive direction and management, and detailed in that context, in the programme budget.

Subprogramme 2
Programme planning, budget and accounts

(c) Financial accounting, contributions and reporting

(i) Financial accounting and reporting

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) The reconciliation of bank accounts within 30 days after month's end
(c) Improved client services	(c) (i) Increased percentage of clients surveyed who rate services as at least "good" or "very good"
	(ii) Number of improvements or beneficial adjustments made to terms of insurance policies

Strategy

73. This component of subprogramme 2 is the responsibility of the Financial Accounting and Contributions Division of the Office of Programme Planning, Budget and Accounts. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Division will participate actively in the selection, configuration and deployment of an enterprise resource planning system. It will also carry out activities to ensure readiness to implement external accounting standards (International Public Sector Accounting Standards), once adopted by the General Assembly, by 2010.

(ii) Assessment and processing of contributions

Objective of the Organization: To secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(a) (i) Maintenance of the percentage of monthly reports on the status of contributions submitted by the end of the following month (ii) Maintenance of or increase in the percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines
(b) Timely assessments on Member States based on decisions of the General Assembly	(b) Maintenance of or increased percentage of notifications of assessments issued within 30 days of the relevant decisions of intergovernmental bodies, as specified in financial rule 103.1

Strategy

74. This component of subprogramme 2 is the responsibility of the Contributions Service of the Financial Accounting and Contributions Division within the Office of Programme Planning, Budget and Accounts. The Service will provide effective support to the Committee on Contributions and the General Assembly in reaching agreement on the scale of assessments for the period 2010-2012 and on the basis for financing peacekeeping activities for that period, and will ensure the timely issuance of assessments and information on the status of assessed contributions.

(e) Financial information operations

Objective of the Organization: To improve the efficiency of business processes.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Formulation of a coherent vision of the Office of Programme Planning, Budget and Accounts strategy consistent with the anticipated International Public Sector Accounting Standards and the enterprise resource planning system implementation	(a) (i) Percentage of the Office of Programme Planning, Budget and Accounts operational requirements incorporated seamlessly with the International Public Sector Accounting Standards and the enterprise resource planning system

	(ii) Percentage of information on extrabudgetary resources integrated into the financial information system
(b) Adequate backup support resources for all critical Office of Programme Planning, Budget and Accounts systems	(b) Percentage of service time when service is unavailable to users
(c) Improved quality of service provided to clients within the Office of Programme Planning, Budget and Accounts	(c) Increased percentage of respondents to client surveys who rate the service provided as at least "good" or "very good"
(d) Enhanced financial management reports	(d) Increased percentage of respondents to client surveys who rate the ease of access to financial information as at least "good" or "very good"

Strategy

75. This component of subprogramme 2 is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on providing operational support to the Office of the Controller, the Office of the Deputy Controller and all of the divisions within the Office of Programme Planning, Budget and Accounts. The consolidation enables the improved operation of the functions through centralized management, cross-training and improved coordination of continuing education training, establishment of backup resources to provide continuous operational support for mission critical systems and the coherent vision and development of an Office of Programme Planning, Budget and Accounts information technology strategy consistent with the anticipated International Public Sector Accounting Standards and enterprise resource planning system implementation. The Service will coordinate services, establish standard system platforms and tools; ensure that sufficient controls are implemented across all mission critical systems; review and compile current Office of Programme Planning, Budget and Accounts business requirements in order to streamline processes; actively participate in the enterprise resource planning system selection and implementation, and ensure that significant system developments are supportive of the International Public Sector Accounting Standards and enterprise resource planning system implementation.

Subprogramme 3
Human resources management

(a) Policy and strategic planning

Objective of the Organization: To elaborate a strategic framework on human resources through policies and planning designed to realign the workforce profile of the Secretariat to meet evolving organizational needs while promoting increased transparency, responsibility and accountability, to establish benchmarks and to improve conditions of service to attract and retain staff.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved human resources planning	(a) Increased number of departments/offices that achieve at least 70 per cent of their objectives in departmental human resources action plans
(b) Improved monitoring of delegated authority in human resources	(b) Increased percentage of departments and offices expressing satisfaction with support provided in the implementation of monitoring recommendations

Strategy

76. This component of subprogramme 3 is the responsibility of the Policy and Strategic Planning Division of the Office of Human Resources Management. Pursuant to General Assembly resolutions, the most recent of which is resolution 61/244, particular attention will be paid to policy, integrated support services in the areas of human resources planning, information management, and monitoring of delegated authority. Emphasis will be placed on ensuring quality support and guidance in the formulation of human resources policy, in particular in strengthening organizational capacity and performance; institutionalizing human resources planning, including succession planning and strategic workforce planning, and strengthening the monitoring function. Particular attention will be paid to the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; and the provision of advisory services in respect of Secretariat staff worldwide.

(b) Recruitment and staffing

Objective of the Organization: To support the sound management of human resources in the Organization and with respect to recruitment and staffing, with due regard to the principle of equitable geographical distribution in accordance with Article 101.3 of the Charter of the United Nations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased number of departments and offices that conduct systematic succession planning (ii) Increased number of departments that, in partnership with the Office of Human Resources Management, apply strategic recruitment and achieve recruitment targets towards improving geographical distribution and gender balance (iii) Increased number of nationals from unrepresented and underrepresented Member States, in particular developing countries, in the Secretariat (iv) Reduction in the average number of days a post remains vacant in the Secretariat
(b) Increased number of young professionals available for recruitment	(b) Increased number of qualified candidates identified through competitive examinations for the Secretariat as a whole
(c) Improved services, support and advice provided to staff and departments/offices	(c) (i) Increased percentage of staff serviced at United Nations Headquarters expressing satisfaction for administrative services received (ii) Increased percentage of Executive Offices and Directors of Administration (at offices away from Headquarters) expressing satisfaction with support and advice provided

Strategy

77. This component of subprogramme 3 is the responsibility of the Recruitment and Staffing Division of the Office of Human Resources Management. The component supports the Secretary-General's ongoing reform effort aimed at the development of a more productive, flexible and results-oriented Organization as described in his report entitled "Investing in people" (A/61/255 and Add.1) and as

guided by Member States in General Assembly resolution 61/244. Emphasis will be placed on proactive and targeted recruitment strategies; speeding up selection and recruitment; re-engineering staff administration processes; and strengthening client orientation and communication. The Division will pursue efforts to ensure consistent organizational standards in recruitment and staffing based on strategic workforce planning. It will strengthen partnerships with Member States, departments and other organizations to conduct outreach campaigns subject to the availability of resources, and identify high-quality candidates. It will promote full utilization of existing rosters, implement measures to improve geographical distribution and gender balance in the global Secretariat and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments. For departments and offices in New York, the Division will focus on enhancing its services as it continues to provide support to management and staff on human resources management.

(c) Learning and development

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a multi-skilled, versatile and mobile staff to address new requirements and needs.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased percentage of staff in the Secretariat who demonstrated mobility (ii) Increase in the average number of training and other staff development activities per staff member
(b) Improved working environment	(b) Increased percentage of staff expressing satisfaction with the working environment

Strategy

78. This component of subprogramme 3 is the responsibility of the Learning and Development Division in the Office of Human Resources Management. The Division will focus on developing the current and future human resources of the Organization by strengthening the integration of the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; managing the Organization's staff development programmes; providing support for the career development of staff; implementing mechanisms to encourage mobility to meet organizational needs and to foster a more versatile, multi-skilled workforce; enhancing performance management; contributing to the development of competitive conditions of service to assist the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and the provision of staff counselling and advisory services. Emphasis will be placed on working in partnership with programme managers to carry forward the human resources management reform programme to foster the excellence of the Organization's workforce.

Programme 25
Internal oversight

79. Programme narratives have been revised under subprogramme 2, Inspection and evaluation. The preparation of the biennial programme plan for the period 2008-2009 preceded the completion of the review of governance and oversight in the United Nations system, as requested by the General Assembly in its resolution 60/1. The report of the independent Steering Committee on the Comprehensive Review of Governance and Oversight within the United Nations and its Funds, Programmes and Specialized Agencies was subsequently issued in addenda to the related report of the Secretary-General (A/60/883). A separate report of the Office of Internal Oversight Services addressed proposals for strengthening it (A/60/901). Programmatic narratives have been revised under subprogramme 2, Inspection and evaluation (formerly Monitoring, evaluation and consulting), consistent with the report of the Office of Internal Oversight Services and the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions, as endorsed by the Assembly in its resolution 61/245. The required adjustments take into account (a) a strengthened focus on inspection and evaluation, (b) revised arrangements for monitoring, with the transfer of responsibility for the preparation of the biennial report of the Secretary-General on programme performance within the Secretariat and (c) the transfer of management consulting services within the Secretariat.

Subprogramme 2
Inspection and evaluation

Objective of the Organization: To mitigate risks to, and to enhance the relevance and effectiveness of the Secretariat through independent, rigorous and objective programme inspection and evaluation.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of inspection reports	(a) Percentage of inspection reports assessed externally to be of good quality
(b) High quality of in-depth, thematic and other external evaluation reports	(b) Percentage of evaluation reports assessed externally to be of good quality
(c) Improved tools and methods for self-evaluation and their increased use	(c) Increased percentage of requests met for technical assistance with self-evaluation

Strategy

80. Responsibility for subprogramme 2, Inspection and evaluation, will be vested in the Inspection and Evaluation Division, which comprises two sections, namely, the Evaluation Section and the Inspection Section, in support of the strengthened focus on inspection and evaluation. The Division will conduct detailed inspections of entities and cross-cutting areas based on predetermined criteria that would include an assessment of risks and concerns expressed by the General Assembly or senior management. The inspection approach and methodology will be reassessed by the Division and realigned with the work of the other functions of the Office of

Internal Oversight Services. The Division will continue to provide the Organization and the Assembly with central, independent, in-depth, thematic and other external evaluations. This function will also provide the centre of excellence for the Organization with regard to methodology, expertise and support for self-evaluations undertaken at the departmental level. While the preparation of the biennial report of the Secretary-General on programme performance would be relocated within the Secretariat, the ability of the Office of Internal Oversight Services to carry out the oversight aspects of monitoring will be strengthened through an expanded inspections and evaluation programme. Oversight skills and competencies will be utilized to provide management and the Assembly with independent, objective validation and analysis of programme performance reporting.